Approach to Counterinsurgency

USA/USMC COIN Center
COL Daniel S. Roper, Director

Agenda

- COIN Center Overview
- Insights into the COIN Environment
- COIN Resources

COIN Center Origin & Mission

- **Founded Summer 06 – GEN Petraeus and Gen Mattis, USMC**
- **Assist with FM 3-24 Integration and Implementation**
- **"Connect the Dots"**

Mission Statement: USA/USMC COIN Center provides oversight of ground force COIN integration in order to improve US ground forces' capability to operate in a full spectrum/COIN environment.

- ***Integrate* COIN initiatives**
- ***Research* best practices**
- ***Improve Doctrine***
- ***Improve Education***
- ***Advise* leaders and organizations**
- ***Conduct Outreach* to other military & civilian entities**

Lines of Effort

Assist Army/USMC in implementation/application of the body of thought in FM 3-24

COIN Center Direction

Vision

Premier military institution for development and integration of Joint, Interagency, and Multinational counterinsurgency expertise and capability

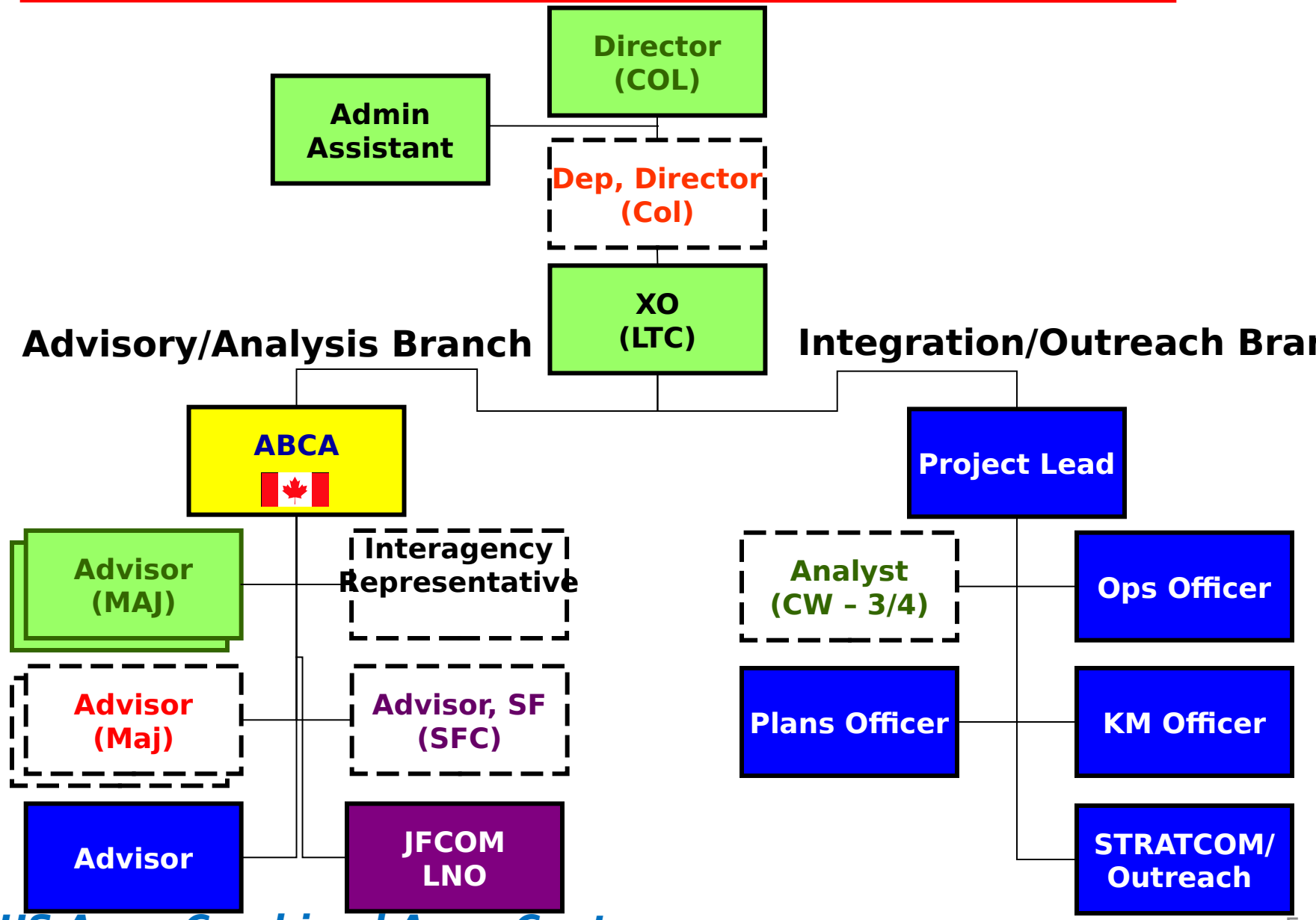
Goals

- **Ground forces learn, understand and apply COIN**
- **Improved Whole-of-Government approach**
- **Expanded joint and multi-national coordination**

Objectives

- **COIN Doctrine and applicable tasks / learning objectives integrated into PME and institutional training.**
- **Shared understanding of capabilities and limitations of other government agencies and how each contribute to successful COIN efforts.**
- **Established coordination means to pass lessons, observations and insights and improve interoperability amongst partners.**

COIN Center Organization



COIN Center Engagement

Level of Engagement	Current Programs	Near term Initiatives
Policy	•USG COIN Guide •IA COIN Initiative (ICI) •Media Outreach	•Support to NSC •S/CRS, USAID, Treasury •PNSR
Strategic	•CAN, UK, AUS Initiatives STRATCOMs/Outreach •McCormick Foundation	•AFRICOM •Research
Operational	•III Corps CAAT •JP 3-24 •Monthly COIN Integration MTG •IW Forum: JFCOM, SOCOM, USAF, USMC	•Theater COIN Assessment (AFG) •COIN/IW JIC
Tactical	•FM 3-24.2 •COIN Handbook •COIN Ldr Workshop •IED-D ICDT •Support to non-BCTs	•CFE Triad •FM 3-24 Update & Conf - Focused Research •SCP/SAMS •COIN Fellowship

*Note

- Monthly COIN Integration MTG attendees: Afghan & Iraq COIN Centers for Excellence, PKSOI, USMC IW Center, USAF Coalition IW Center, USJFCOM IW Center, USSOCOM J10, Asymmetric Warfare Group, JCISFA, NTC/JIEDDO IED-D Center for Excellence, JRTC, BCTP, CTD, CGSC, International Officers and Coalition LNOs.
- Monthly COIN SITREP

COIN Partners

FORSCOM/1A
FT Dix
FT Riley
FT McCoy
CP Shelby
CP Atterbury

War College
SOF School

CFLDTS

COIN CFEs
Iraq
Afghanistan

CTCs
NTC
JRTC
JMRC
Palms
JWFC

Academia
Harvard
USMA
JHU
Princeton
Stanford
PKSOI
Pritzker
Kings College

Europe
UK – LWC: 6(UK) DIV
NATO – ARRC
Netherlands - Doctrine
France – Joint Staff
Poland - JFTC

ervice/GCC COIN/IW Centers★
USA/USMC COIN Center
USJFCOM JIW Center
SOCOM J10
USMC IW Center
USAF IW Center
USCENTCOM IATF

USG
S/CRS
USAID
Treasury
DoJ
NSC

Media
NPR
McClatchy
WSJ
Chicago Tribune
CQ
al-Sharq al-Awsat

Think Tanks
RAND
USIP
McCormick Foundation
CNAS
PNSR
Small Wars

US Army Combined Arms Center

Relationship with in-Theater Centers

COIN Training Center–Afghanistan (CTC–A)

PURPOSE:
provide COIN training for…
- Coalition combat forces
- Transition Teams
- HN Security Forces

COIN Center for Excellence (CFE), Camp Taji, Iraq

Principal modes of interaction

Personal communications / networking
Monthly COIN Integration Meeting
COIN CFE Triad

Insights into the COIN Environment

Understanding the Operational Environment

Not … *what to think*

Or even . . . *how to think*

In COIN & IW, focus on …
how to think about:
environment in which you operate &
how to influence both environment & actors in it.

* Observations from theater visit (AUG – NOV 07)

COIN Environment: A "Wicked Problem"

The counterinsurgent is not distinct from the environment, but is integral to it.

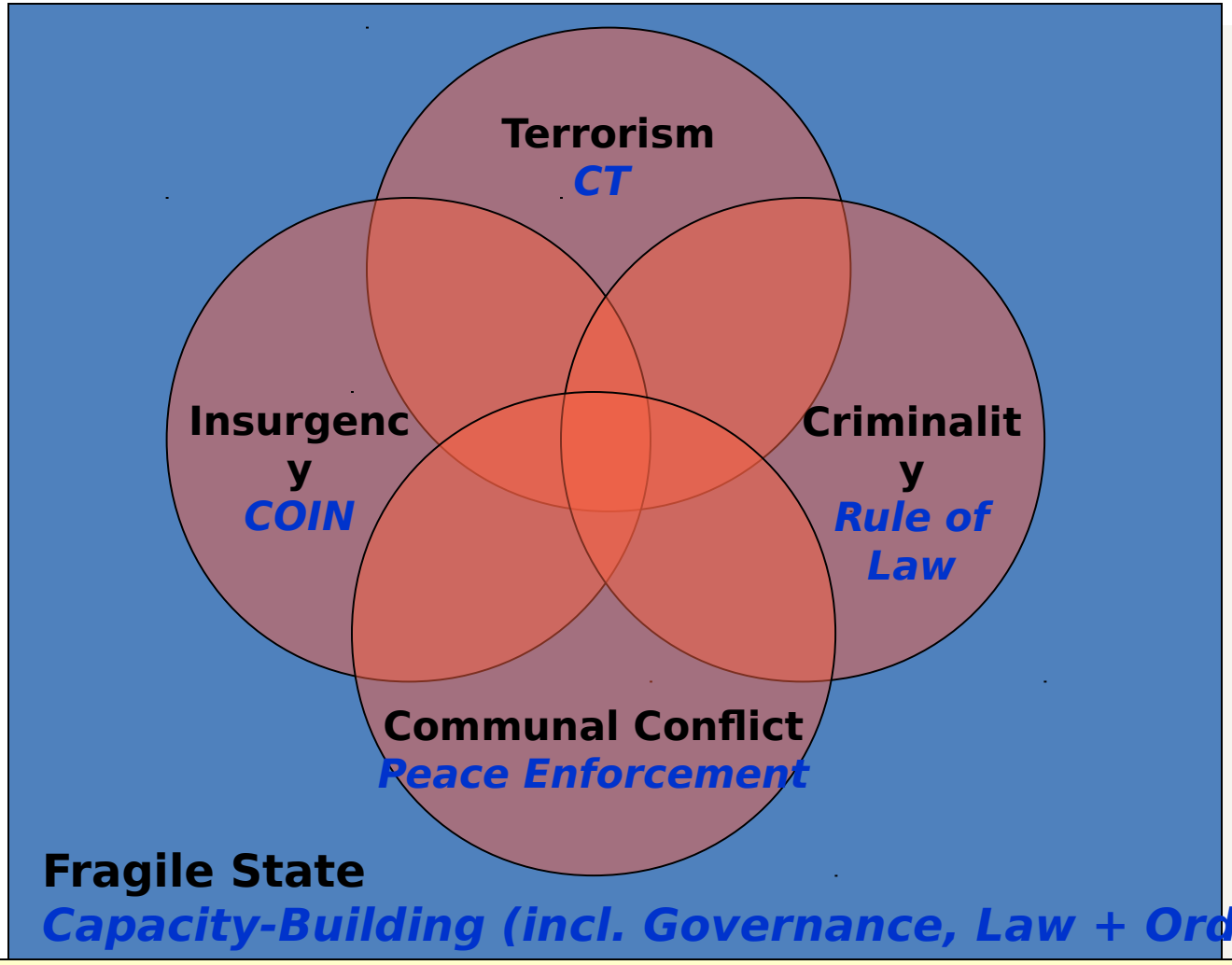
Approach

- Involve stakeholders—communication + documentation
- Define the corporate identity
- Focus on action as experimentation
- Feed forward orientation

Wicked:
Traditional problem solving does not work

- Multiple stakeholders
- Roots are tangled
- Changes with every action
- No precedent
- No way to evaluate fixes

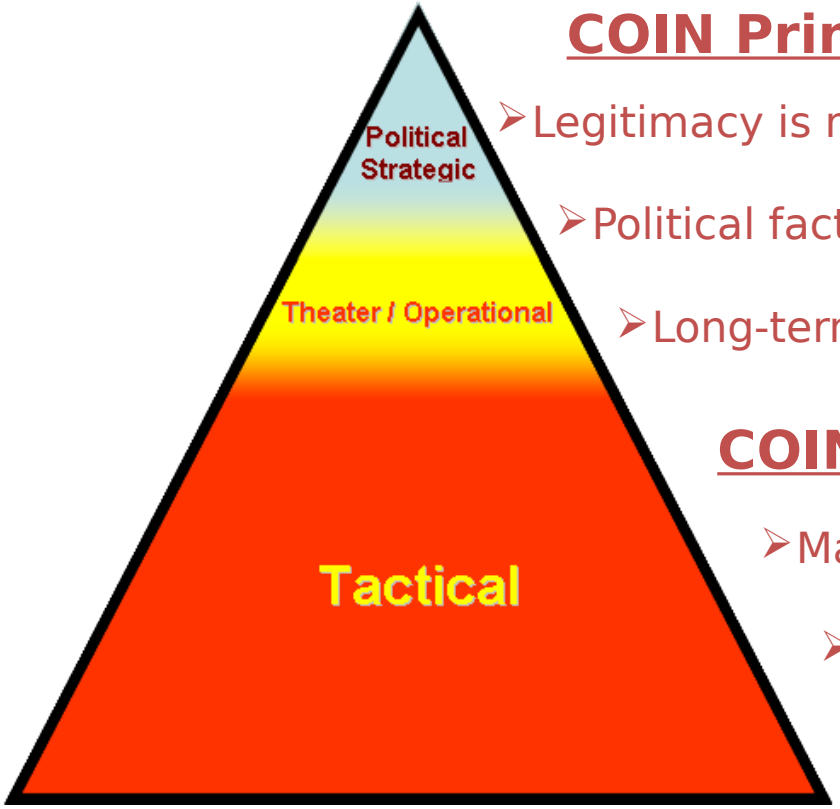
COIN as a Multiple-problem Set



Fundamental problem is CONTROL – of people, terrain and information.

The Challenge to the Way We Think

How we tend to view things



COIN Principles

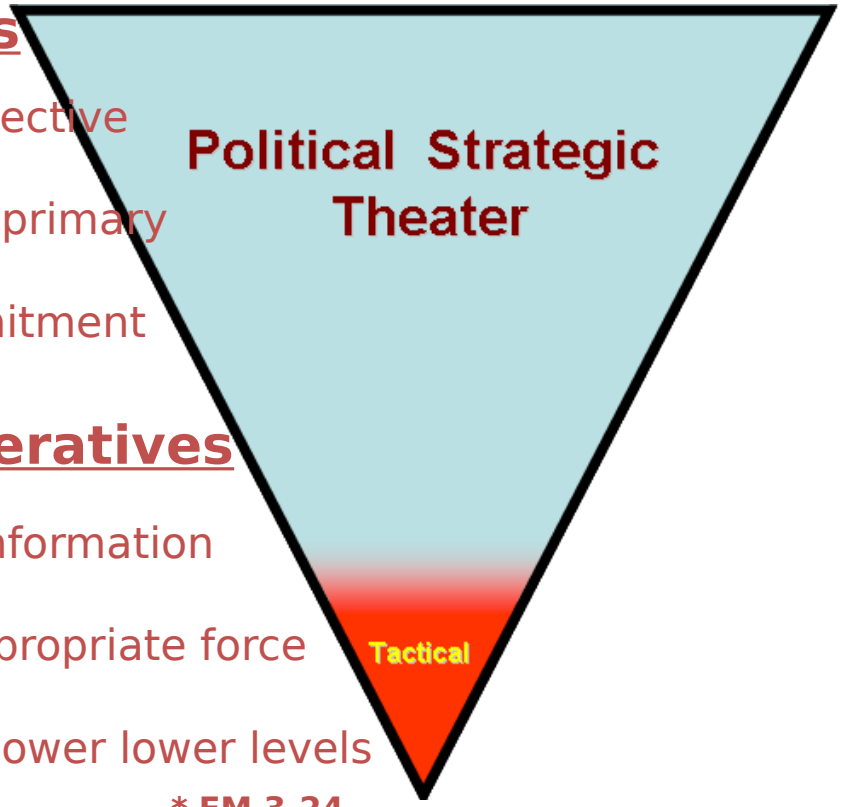
- Legitimacy is main objective
- Political factors are primary
- Long-term commitment

COIN Imperatives

- Manage information
- Use appropriate force
- Empower lower levels

* FM 3-24

How the insurgent views th

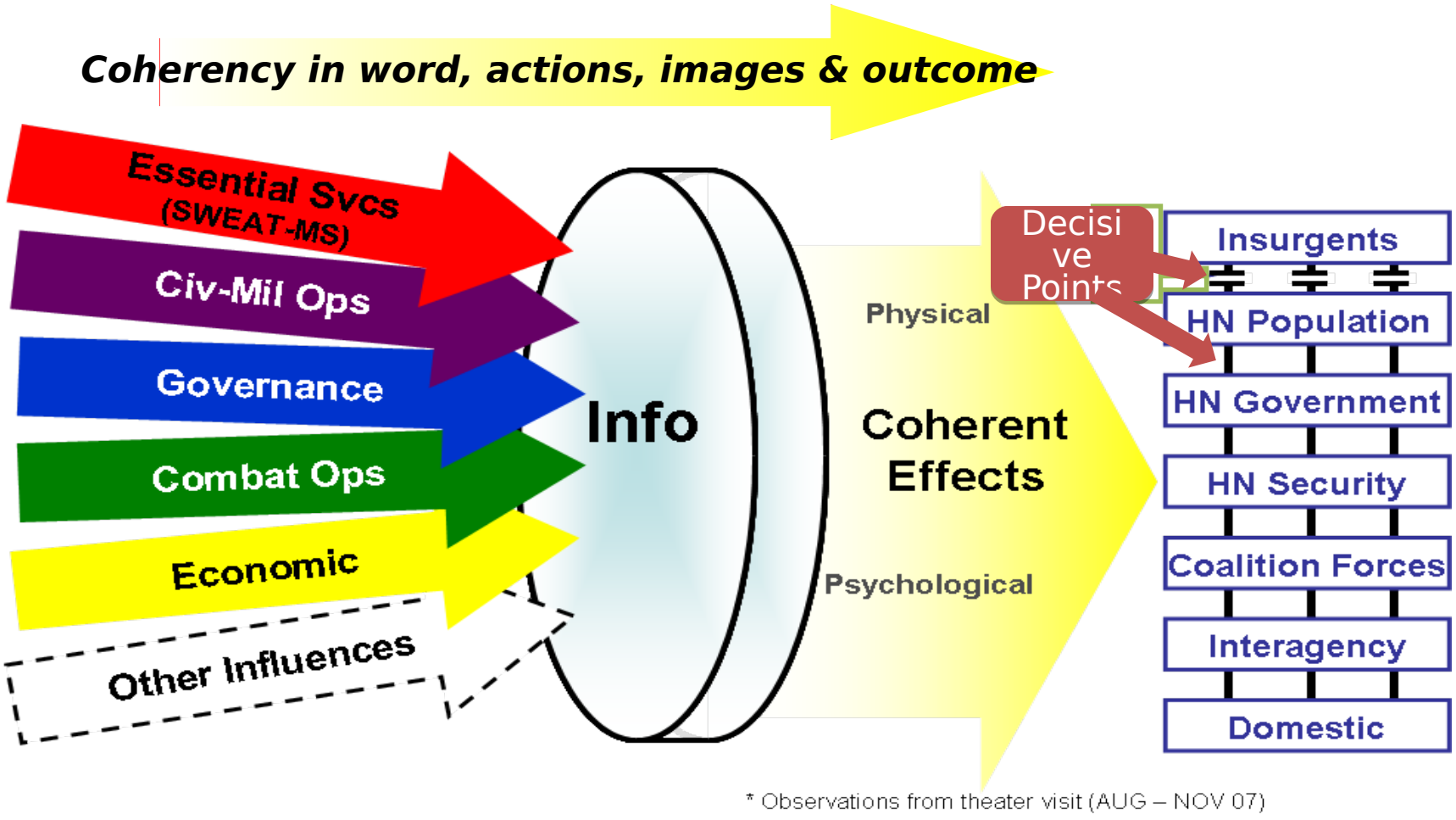


Compression of Strategic, Operational, & Tactical levels

© A Coord PowerPoint Ninja Graphic 20

If the population is the battleground, what must be our method? How do we separate the insurgent from his base?

Information as the "Lens" in COIN



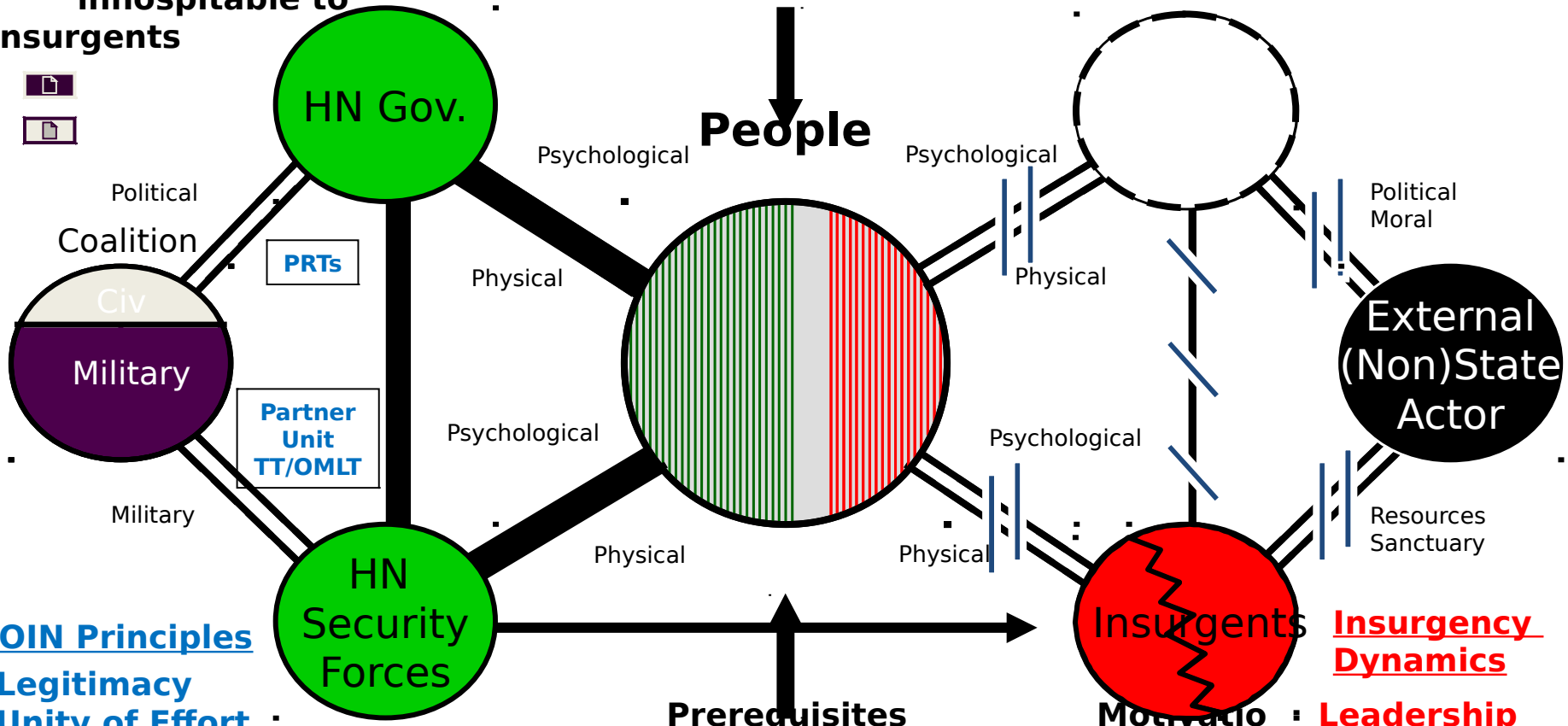
* Observations from theater visit (AUG – NOV 07)

What is your compelling narrative?

Framework for Counterinsurgency
"War Amongst the People"

Approach to Counterinsurgency

1. **Separate insurgents from Population**
2. **Connect Population to Government**
3. **Transform Environment to be inhospitable to Insurgents**



COIN Principles

- Legitimacy
- Unity of Effort
- Political is Primary
- Understand the Environment
- Intelligence
- Isolate Insurgents
- Security under Rule of Law
- Long term Commitment

Prerequisites

- Lack of Government Control
- Vulnerable Population
- Leadership for Direction

Motivation

Fear
Greed
Honor

Insurgency Dynamics

- Leadership
- Ideology
- Objective
- Environment
- External Suppor
- Phases
- Organization

Impressions

- **Context.** Much more than Intelligence.
- **Militants.** More **opportunists** than ideologues.
- **"Whole-of-Government"** approach not realized (*more like an All-Star team than a Championship team).*
- **Politics (& security) is local.** Empower leaders – *de facto* government -- with understanding of basic machinery of **local governance.**

Warrior-Statesmen. Leading hybrid CONOPS *analogous to FBI/Treasury/police & military task force disrupting* ***competing criminal/military syndicates.***

Ongoing Challenges

- **Target Fixation.** Solving problems we *should* solve (mentor Iraqi Security Forces), not just those we *can* solve (take down HVT).
- **Blind spots.** Recognizing & adapting to unforeseen changes.
- **Inadequate Resources:**
  - Building & then working *by, with, & through* HN Security Force.
  - Address root causes of instability through PRTs.
  - *Dilemma: commit troops to population centers or to sanctuary areas?*
- **CONOPS Evolution.** Changing battlefield geometry during *thi*
  for

"The busier the Commander's engagement calendar is, the fewer IEDs we get hit with."

FM 3-24 "Next"

FM 3-24 (Next)

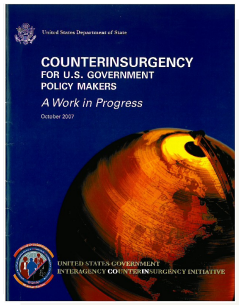
- Form Writing Team
- Call for Papers
- Research/Conference
- SME Engagements
- Peer Review

Timeline

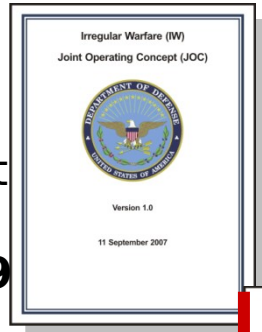
1QFY09	2QFY09	3QFY09		4QFY09			1QFY10	2QFY10
Form Team (December)	Sub Prog Directive (December)	Call for Papers (January)	FM Development Workshop (April)	Ft. Leavenworth Conference (June)	IA Afghan Assess (July)	1st Draft (October)	D.C. Conference (November)	Final Draft (February)	Publish (April)

COIN Resources

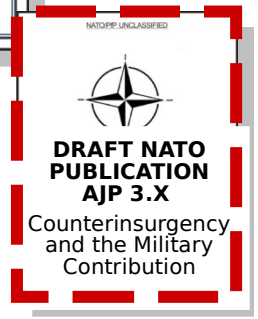
Strategic/Operational Level



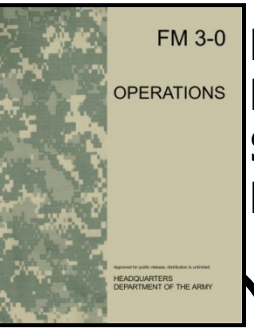
USG COIN Guide
Scope: US Government
A Work in Progress
Signed: January 2009



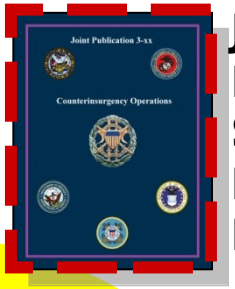
Irregular Warfare JOC
Scope: IW Joint Operating Concept
Signed: September 2007



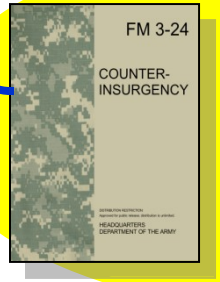
AJP 3.4.4: Counterinsurgency
Level: Theater Strategic/Operational
Scope: NATO COIN
First Study Draft: Nov 2008



FM 3-0
Level: Operational
Scope: Army
Published: Feb 08



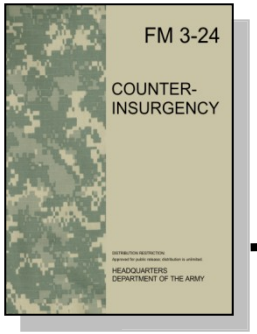
JP 3-24, COIN Operations
Level: Theater Strategic/Operational
Scope: Joint COIN
Developing Doctrine
Estimated Release: September 2009



FM 3-24/MCWP 3-33.5
Level: Operational/Tactical
Scope: Army/USMC COIN
Signed: December 2006

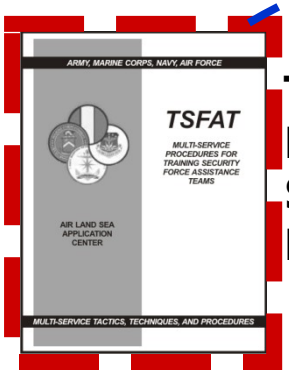
AFDD 2-3
Level: Operational/Tactical
Scope: US Air Forces
Published: Aug 07

Tactical/TTP Level



FM 3-24/MCWP 3-33.5
Level: Operational/Tactical
Scope: Army/USMC COIN
Signed: December 2006

FM 3-24.2: Tactics in COIN
Level: Tactical
Scope: Army Brigade and below
Estimated Release: February 200

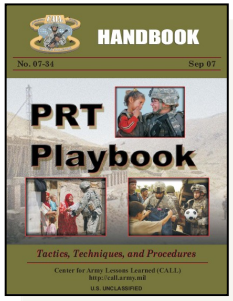

ARMY, MARINE CORPS, NAVY, AIR FORCE
TSFAT
MULTI-SERVICE PROCEDURES FOR TRAINING SECURITY FORCE ASSISTANCE TEAMS
AIR LAND SEA APPLICATION CENTER
MULTI-SERVICE TACTICS, TECHNIQUES, AND PROCEDURES

Training SFA Teams
Level: Tactical
Scope: Transition Teams
Published: Draft Feb 06

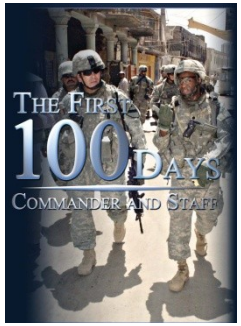
USA/USMC
COIN
Center

COIN
Handbook

Level: Tactical
Scope: COIN TTP
Published:
Beginning Jan 09



CALL PRT Handbook
Level: Tactical
Scope: PRTs
Published: Sep 07



CALL First 100 Days CMD & Staff Handbook
Level: Tactical
Scope: BDE and Below
Published: January 2008

Future Engagement Opportunities

- COIN SITREP
- Monthly Integration Meeting (DCO)
- COIN Center Virtual Brownbags
- COIN Center *Colloquium*
- http://coin.army.mil

U.S. ARMY & MARINE CORPS COUNTERINSURGENCY CENTER

COIN Home Page
Director's Corner
About Us
COIN Center Blog
Knowledge Center
Research
The COLLOQUIUM
Public Affairs
Events
Contact Us

COIN Center Blog

Knowledge Center

COIN Center Media Events

COIN Collaboration Sites

External Partners

COIN Center Director, [illegible] 08 Issue of Parameters

USA/USMC C[illegible] Daniel Roper, [illegible] "Global Counterinsurgency: Strategic Clarity for the Long War" in the recent issue of *Parameters*, the US Army's Senior Professional Journal. The article advocates for a refocus of US eff[illegible] and resources [illegible] with the curren[illegible] One proposed [illegible] change is the removal of the "war on terrorism" fro[illegible] and replacing it with more precise and descriptive term such as "war on glo[illegible]y" or "global counterinsurgency." COL Roper [illegible]onflates a single tactic into the overall ch[illegible] number of enemy organizations, who exercise ter[illegible]' Additionally, COL Roper writes that "Terrorist activity is not a function of economics but rather a government's

COIN
Knowledge
Communities
Organizations
Get COIN Help

Last Reviewed: October 21, 2008

Questions?

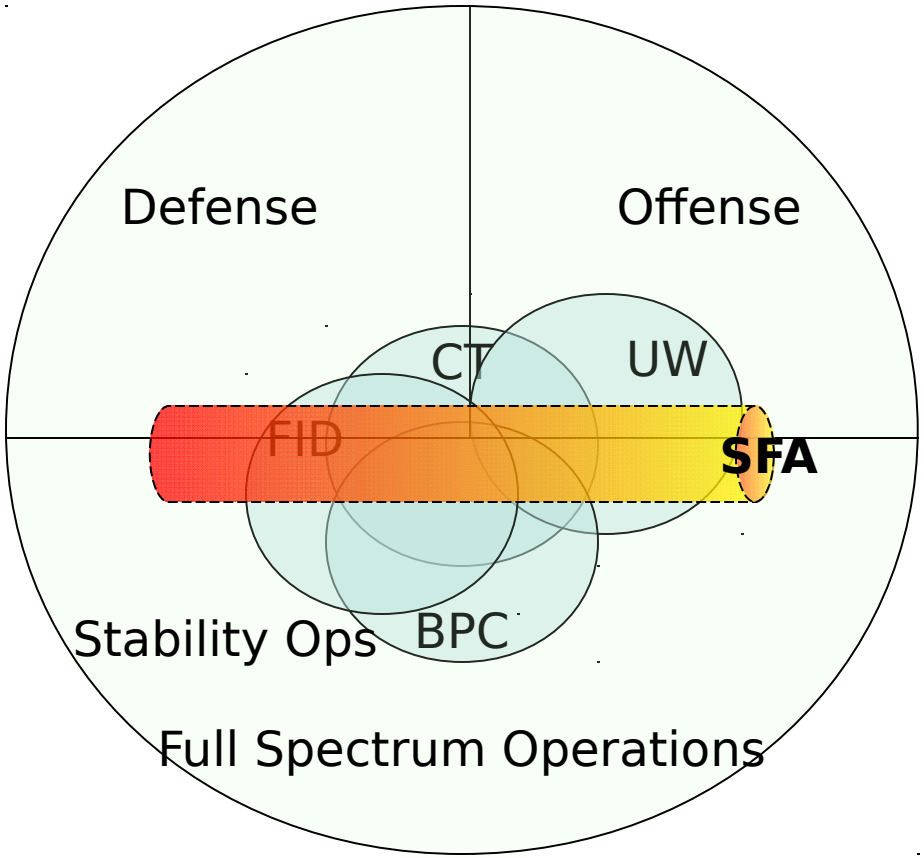
http://coin.army.mil

Research Topics

- What are best practices of the strategy By/With/Through the Host Nation?
- Current model of training and educating Soldiers and leaders for COIN: Is it adequate? How should the Army improve?
- How should units approach detention operations in COIN?
- What are best practices for fusion between operations and intelligence?
- How are transitions between combat operations and stability operations managed?
- How is effectiveness measured in COIN operations?
- What is the impact of religion and ideology on COIN operations? What are best practices for the engagement of religious leaders?
- What is the relationship between crime and insurgency?
- How does communal conflict affect the COIN environment?
- Role of Development in COIN
- Psychology of Participation in Insurgency
- Insurgency and Counterinsurgency as a Competition in Governance
- Understanding Insurgent Intelligence Operations
- Case Studies in the implementation of Rule of Law in COIN- Lessons Learned.
- Case Studies in amnesty and reconciliation- Lessons Learned.
- Case Studies in PRT/Military Synchronization- Lessons Learned.
- Case Studies in Demobilization, Demilitarization, Reintegration- Lessons Learned.
- Geographical Areas of Interest: Colombia, Philippines, Uganda, Nigeria, Sudan, India, Indonesia, Solomon Islands, Israel

Security Force Assistance

At the macro level, the military provides only a portion of a whole-of-government or multinational effort in the application of national power to achieve strategic ends associated with developing foreign security forces



SFA is a capability comprised of specific skills applicable throughout the spectrum of conflict focused on assisting foreign security forces in support of US and Coalition interests regardless of operating environment or threat

For Example,

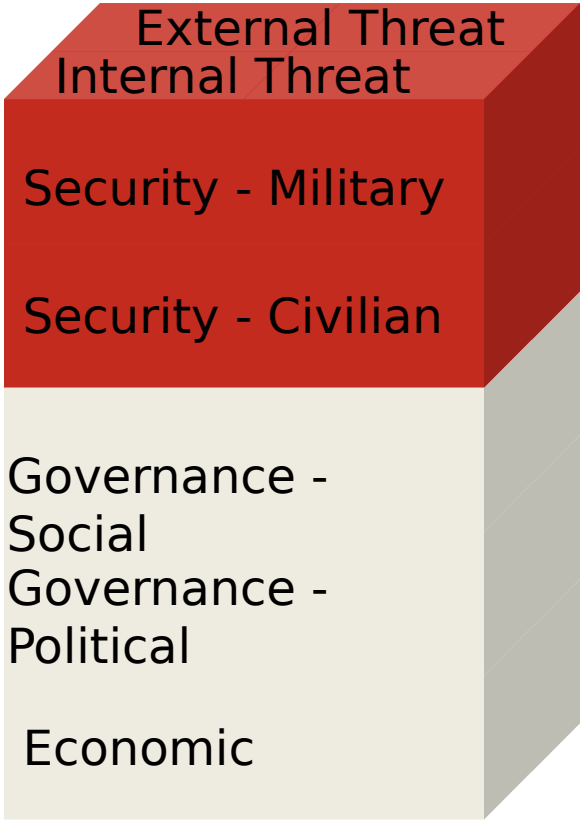
Foreign Internal Defense vs. Security Force Assistance

FID

FID is conditionally based and does not depend upon function;

SFA is functionally based and does not depend upon condition.

SFA



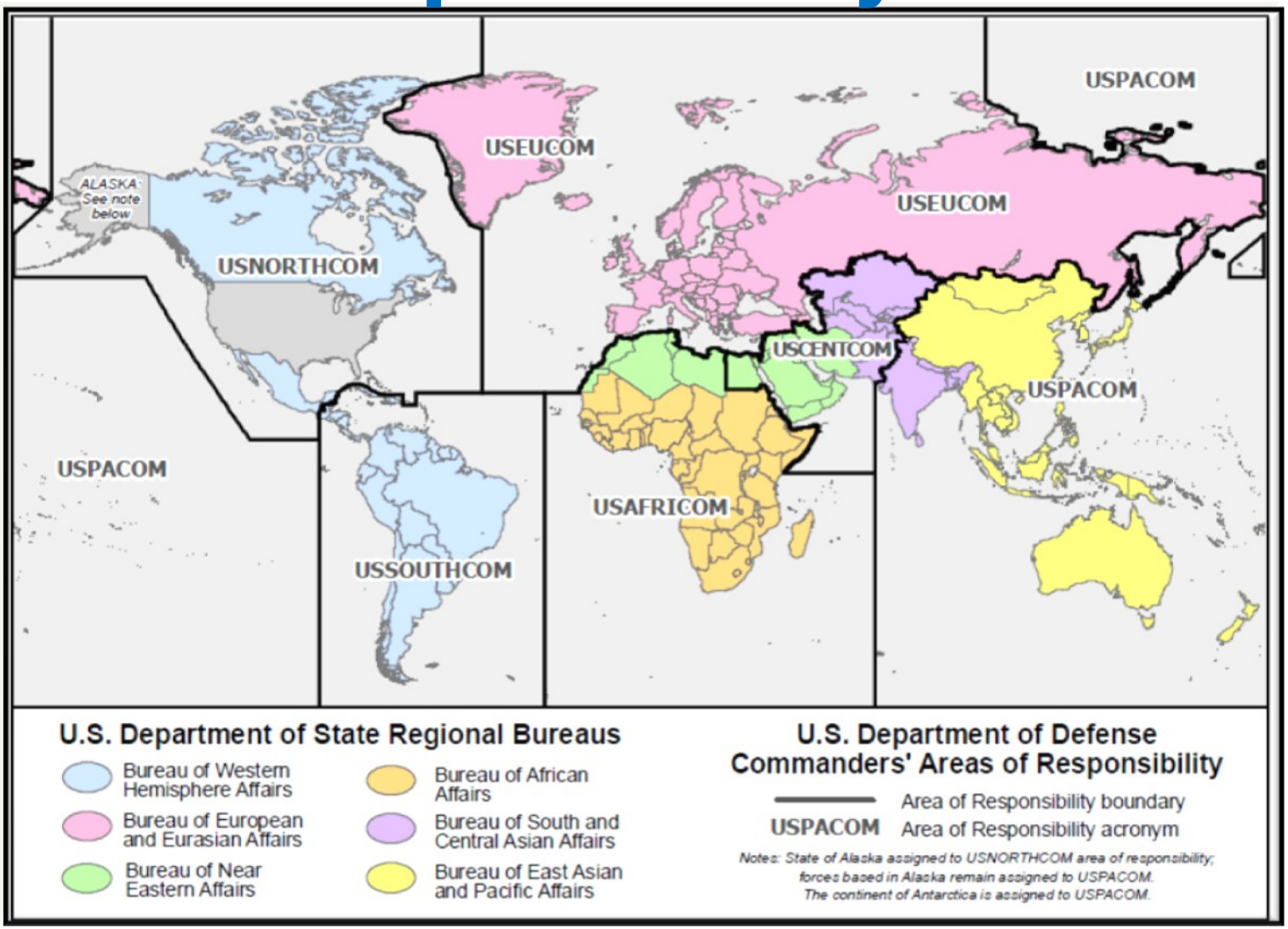
FID depends on origin of the threat - (internal lawlessness, subversion, insurgency) and that it must support Internal Defense and Development.

SFA depends on the activity (organize, train, equip, rebuild, advise Foreign Security Forces).

Red is included with the term

Grey area not included in the term

State and DoD Areas of Responsibility


USPACOM
USEUCOM
ALASKA: See note below
USEUCOM
USNORTHCOM
USCENTCOM
USPACOM
USPACOM
USAFRICOM
USSOUTHCOM
U.S. Department of State Regional Bureaus
Bureau of Western Hemisphere Affairs
Bureau of African Affairs
Bureau of European and Eurasian Affairs
Bureau of South and Central Asian Affairs
Bureau of Near Eastern Affairs
Bureau of East Asian and Pacific Affairs
U.S. Department of Defense Commanders' Areas of Responsibility
Area of Responsibility boundary
USPACOM Area of Responsibility acronym
Notes: State of Alaska assigned to USNORTHCOM area of responsibility; forces based in Alaska remain assigned to USPACOM.
The continent of Antarctica is assigned to USPACOM.

CAC CG COIN Guidance, FY09 (1 of 2)

Major Responsibility and Assigned Proponency Priorities – COIN

- Provide subject matter expertise to Operational Army unites embarked on the Road to Deployment or engaged in COIN operations, and work to infuse proven COIN doctrine and TTP throughout the Generating Force.
- Priority Efforts for FY 09.
  - Doctrine development: ICI COIN Guide v2; FM 3-24.2; JP 3-24; NATO COIN & FM 3-24 (Update) & Symposium.
  - Leader Training: Non-BCTs/1st Army Leader Workshops; Assistance Visits.
  - Training Development: Training Support Packages; COIN Training Strategy.

CAC CG COIN Guidance – FY09 (2 of 2)

Additional Tasks in Core Functions, Major Responsibilities, Assigned Proponencies and Enduring Efforts (Encl 2) – COIN

- COIN engagements w/Multi-National Partners: COIN CFE Triad (Taji/Kabul/Leavenworth); Canadian Land Forces
- Interagency Engagements: Interagency Symposium; Consortium Complex Operations; National Security Council.
- Outreach efforts: Media; Office for Reconstruction and Stabilization; USAID; Think Tanks; Academia; COIN Colloquium.